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The effect of managers' optimism on competitive strategy and final cost models

El efecto del optimismo de los gerentes sobre la estrategia competitiva y los modelos de costos finales

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ABSTRACT

Currently, competition in the global economy is the most complex issue that gives organizations a lot of opportunities and threats. Therefore, the manager of the organization should be able to enhance the organization's performance in this competitive environment. So, the recognition of the behavioral components of managers and their impact on the performance of the organization in this competition is necessary. In this regard, the present study aims to investigate the effect of managers' optimism on competitive strategy and price leadership in the market. This research is a descriptive-correlation type and a questionnaire (Framback & et al) was used to collect information. In this research, sampling was done in a simple random that the number is 348 people. In order to investigate the research hypotheses, structural equation modeling has been used. Findings of the research showed that the correlation coefficient between managers' optimism and competitive strategy is significant; that's mean, there is a significant and direct relationship between managers' optimism and competitive strategy; also, there is a significant relationship between managers' optimism and employee cost leadership; that's mean, there is a significant and direct relationship between managers' optimism and employee cost leadership.

Keywords: Leadership Optimism, Competitive Strategy, Cost Leadership

RESUMEN

Actualmente, la competencia en la economía global es el problema más complejo que brinda a las organizaciones muchas oportunidades y amenazas. Por lo tanto, el gerente de la organización debería ser capaz de mejorar el desempeño de la organización en este entorno competitivo. Por lo tanto, es necesario el reconocimiento de los componentes de comportamiento de los gerentes y su impacto en el desempeño de la organización en esta competencia. En este sentido, el presente estudio tiene como objetivo investigar el efecto del optimismo de los gerentes sobre la estrategia competitiva y el liderazgo de precios en el mercado. Esta investigación es un tipo de correlación descriptiva y se utilizó un cuestionario (Framback y cols.) Para recopilar información. En esta investigación, el muestreo se realizó al azar simple de que el número es de 348 personas. Para investigar las hipótesis de investigación, se ha utilizado el modelado de ecuaciones estructurales. Los resultados de la investigación mostraron que el coeficiente de correlación entre el optimismo de los gerentes y la estrategia competitiva es significativo; es decir, existe una relación significativa y directa entre el optimismo de los gerentes y la estrategia competitiva; Además, existe una relación significativa entre el optimismo de los gerentes y el liderazgo en costos de los empleados; es decir, existe una relación significativa y directa entre el optimismo de los gerentes y el liderazgo en costos de los empleados.

Palabras clave: optimismo de liderazgo, estrategia competitiva, liderazgo de costos

RESUMO

Atualmente, a concorrência na economia global é a questão mais complexa que oferece às organizações muitas oportunidades e ameaças. Portanto, o gerente da organização deve ser capaz de melhorar o desempenho da organização nesse ambiente competitivo. Portanto, é necessário o reconhecimento dos componentes comportamentais dos gerentes e seu impacto no desempenho da organização nessa competição. Nesse sentido, o presente estudo tem como objetivo investigar o efeito do otimismo dos gerentes na estratégia competitiva e na liderança de preços no mercado. Esta pesquisa é do tipo de correlação descritiva e um questionário (Framback & et al) foi utilizado para coletar informações. Nesta pesquisa, a amostragem foi realizada de forma aleatória simples, com número de 348 pessoas. Para investigar as hipóteses de pesquisa, foi utilizada a modelagem de equações estruturais. Os resultados da pesquisa mostraram que o coeficiente de correlação entre o otimismo dos gerentes e a estratégia competitiva é significativo; isto é, existe uma relação significativa e direta entre o otimismo dos gerentes e a estratégia competitiva; além disso, existe uma relação significativa entre o otimismo dos gerentes e a liderança de custos dos funcionários; isto é, existe uma relação significativa e direta entre o otimismo dos gerentes e a liderança de custos dos funcionários.

Palavras-chave: Otimismo de Liderança, Estratégia Competitiva, Liderança de Custos

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1. INTRODUCTION

Today, the intensity and extent of competition in business markets, to some extent, is the slightest strategic mistake that will lead to the organization's failure. The lack of recognition and application of appropriate competitive strategies in such markets and, on the other hand, the failure to examine the effects of these strategies on the performance of companies is no exception. On the other hand, attention and market orientation are also the secret of the survival of organizations. Certainly, a company that cares to the market and delivers its products in accordance with the needs of customers and the market will perform better. Undoubtedly, companies that do not pay attention to these important principles in the area of competition are doomed to failure. The needs and demands of customers are constantly changing, and only if they recognize the changes that the company can succeed. Successful executives are the ones who are synchronizing their organization with the conditions of the day. This synchronization is a time-consuming process for employees and managers to take on. Market orientation and its impact on performance is one of the key issues in market management and customer orientation. In this research, the relationship between manager's optimism with competitive strategy and price leadership has been discussed. By examining the competitive forces and the formation of strategies, the companies have improved the competitive advantage of companies, resulting in better performance.

2. THEORETICAL BACKGROUND

2.1. OPTIMISTS FOR MANAGERS

Positive thinking means paying attention to positive affairs in life and not addressing negative aspects. Positive thinking means that we expect the best things to happen in the world and the certainty that we will achieve our desires. One of the positive aspects of thinking is optimism. Sometimes you come across people who have a smiley face and good intentions and optimism on their faces (Scheier, 2005). These people try to make pleasant content and adapt themselves to the desire of the listeners (Ruting & et al). Optimism means having positive expectations for results and outcomes. Optimism is a combination of optimistic attitudes and ideas about oneself, people, things, events, and in general the world, on the basis of which a good and hopeful expectation, based on their abilities, in optimistic individuals with the health and roots of this an optimistic attitude lies in the longevity of individuals (Ramachandran, 2013). The term optimism is also used to describe specific perceptions (such as low risk) or self-assessment (high ability) that are over-positive compared to objective standards. Optimists utilize strategies for controlling controlled behavioral aspects (Goldman, 1999), seeking information, planning, and rebuilding positive. While pessimists choose today, tomorrow, withdrawal, denial, escape or substance abuse. Optimism plays an important role in adapting to the stressful events of life. When faced with a challenge, optimistic people have a solid and lasting state (even if the progress is hard or slow). But pessimists are hesitant and unstable. This difference may be higher in severe conditions. Optimists believe that disadvantages can be managed in a successful manner. But pessimists expect misfortune (Savovey & Mayer, 2000).

2-2- COMPETITIVE STRATEGIES

Competitive strategy involves many principles that exploit them can achieve the goals of the company and marketing in the target market, which managers of the companies are trying to increase the competitiveness of their products to provide the company with growth and development. Competitive strategies include the supply of the cheapest product to the market, or cost leadership, the supply of a different product to the market, or the strategy of differentiation; focusing on a segment of the market with a distinct pricing approach that companies, according to their circumstances, use one of these strategies use. The explanation of the model or competitive advantage models from the classical economic period has been of considerable concern to management and economics in such a way that the identification of the sources of competitive advantage and the formulation of strategies for its preservation and development, including the core topics of management knowledge in the years Recent. The issue of competitive advantage has undergone a certain historical process.

Classical economists have come up with a theory of absolute and radical advantage, with the concept of the relative advantage of the pioneers of several issues surrounding it in the economic field, but the introduction of this concept has encountered a major change in the field of management, management thinkers believe that the benefits of Foreign trade is the result of the activities of firms in one country, and they try to connect all the study units, firms, industry and the nation in a coherent whole, which Porter is one of the pioneers of this route. Competitive advantage is a set of unique abilities of an economic unit that allows one to penetrate the desired markets and outperform competitors (Shffeei, 2014). The competitive advantage is the distinction between the features or dimensions of any company that enables it to deliver better services than its competitors to customers. According to another definition, the competitive advantage is the value the organization offers to its customers (Hao & Ma, 2012), so that at that time, that value is not offered by potential or actual competitors. Competitive advantage is the increase in the attractiveness of corporate offers in terms of customers compared to competitors. The competitive advantage is the value that a company can provide to customers, in such a way that these values are higher than customer costs (Lopez & et al, 2012).

2-3- COST LEADERSHIP

Cost is one of the important dimensions in the competition. The balance of this component with other dimensions of competition, ie, quality and time, requires management. The cost management of the finished product is one of the most important ones. Cost Management is a set of actions that management provides to meet customer satisfaction along with controlling and continuously reducing cost overhead with tools, including cost management tools such as:

- 1) Activity-based costing
- 2) Target Costing
- 3) Kaizen costing

4) Costing quality

The expansion of business and the intensification of competition promise a new era in the life of the domestic and global business, which in such an environment is the winner of a company that offers competitors with products of superior quality and lower prices. In this cost center, cost management is critical. Today, many partnerships are dependent on their ability to increase the accuracy of the cost management system, which focuses on reducing costs throughout the production process and value chain. Cost leadership strategy can play this crucial role. The Survival Survey and the Role of Cost Leadership Strategy in the Competitiveness of Businesses in a Competitive Environment Use the three strategies typically used to compete.

a. Cost Leadership Strategy, which aims at lowering the product at * cost-of-function and cost.

b. A product differentiation strategy that includes the following steps:

Meeting the best of the requirements of customers

Deliver products with more functionality and higher prices

Unique service offering

A focus strategy focusing on a particular market or competitive advantage. Economic firms, with the acceptance of cost leadership strategies and product margins, can benefit from competitive advantages and compete successfully.

Based on the principle of survival triangle (cost, quality, functionality), companies try to offer their products to customers with high quality and high performance and low prices. The triangle of survival has three axes, each axis of which represents one of the important dimensions of the product, which are:

i) Expenditures

ii) quality

iii) Functionality

Every survivorship must pass or exceed the performance limitations of competitors in all three dimensions - cost - quality - functionality.

2-4- LEADERSHIP COSTING PUBLIC STRATEGY

Delivering the cheapest product to market or cost leadership: In this strategy, management seeks to reduce costs, and tries to achieve a larger share of the market by reducing its costs compared to rival companies. The Nahaaba organization seeks to improve performance. In the implementation of this strategy, maintaining stability and stability is a priority, and the company is not thinking about innovation and risk; it seeks to supply products and services at competitive prices. Of course, it does not reduce the quality of products, and it makes sense. A company that uses this management method can not withstand high-quality and high-priced products against competing companies because customers find a cheaper product (Hajipoor and Kurd, 2012). In a cost leadership strategy, the company, by reducing its cost, offers a competitive advantage in lower-cost products and services than competitors, and thus finds competition in the highly competitive industrial environment. Cost leadership strategy is a place to create competitive advantage based on product manufacturing and services at a much lower cost than competitors. The general strategy of cost leadership is an attempt to increase market share with an emphasis on low cost than competitors. A cost-effective corporate strategy enables large corporations to benefit from savings resulting from less access to resources and overhead, resulting in a lower overall cost per unit of product. Cost leadership strategy is defined as a strategy of seeking competitive advantage, becoming the lowest cost for the production of its target market (Gorhan & et al, 2012).

2-5- THEORIES AND PERSPECTIVES OF DIFFERENT PUBLIC STRATEGIES

To measure and recognize the differences and similarities of strategy, typology can be used to understand and focus information and explain the heterogeneity of functions; therefore, we examine some typologies of public strategies.

- Miles and Snow's general strategies
- Porter's general strategies
- Mintzburg Public Strategies
- Miles and Snow General Strategies

Miles and Snow (1978) identified four main types of strategy that highlight how organizations emphasize these issues:

1. Concerned Future, who are constantly striving to take advantage of market opportunities and deliver new products.
2. Defender. They are trying to take part of a whole market in order to obtain a set of proven products and customers for themselves.
3. The "analysts" are worried and defenseless in the middle of the future and use the strengths of both groups. They are worried and defended by following the future and they use the strengths of both groups. By following the future of worrying about the realm of the new product market, while following the defenders to protect a set of customers and fixed products.

4. "Passive" who do not give a specific answer to entrepreneurial issues and have no definite defined strategy (Slater, 2000)

MINTZBERG PUBLIC STRATEGIES

Many researchers criticized many of the researchers for its conceptual limitations with extensive empirical evidence of Porter's public strategy support. Mintzberg (1988) presents another typology of general strategies. He presented an alternative subdivision, including the following:

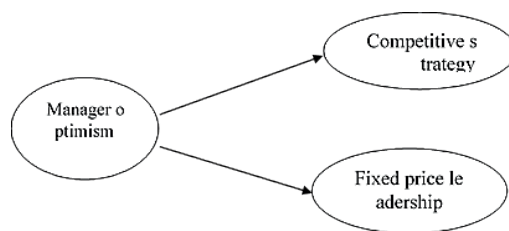
- a. Distinction in price.
- b. Distinction in market image.
- c. Product product differentiation.
- d. Distinction in quality.
- e. Distinction in support of No differentiation. He regards concentration not as an independent but variable strategy related strategy (Coota & et al, 2005).

2-6-PORTER'S GENERAL STRATEGY

According to Porter, these strategies allow the organization to take advantage of three different bases of competitive advantage: cost leadership, differentiation or differentiation of service products and focus on specific products and services. Porter calls these three bases generic or public strategies. In cost leadership, the company produces and markets standard products that reduce the cost of each unit to the customer (someone who is sensitive to price). The purpose of the differentiation strategy is to provide products and services that are considered to be unique in the industry as a product or service and offered to customers who are not very sensitive to the price. The focus is on focusing on specific service products that cater for the needs of small groups of consumers. Porter's strategies require different organizational structures, motivational systems control procedures. Larger corporations that have more access to resources will compete in cost leadership or offer distinct products and services than rival companies, while smaller firms often focus on specific service products.

3- CONCEPTUAL MODEL OF RESEARCH

The proposed conceptual model has the effect of managers' optimism with competitive strategy and price leadership, which reflects the relationship between these factors (Graph 1).



Graph 1.

Conceptual model of research

4- RESEARCH METHODOLOGY

This research is applied in terms of its purpose and in terms of data collection it is descriptive-survey method. In order to study the model, structural equation modeling has been used. The statistical population of the study consisted of 100 managers and professional experts and 270 employees of the organization. A sample of 348 valid questionnaires was among the number of questionnaires.

5- RESEARCH TOOL

5.1. SHIR AND CARVER OPTIMISM QUESTIONNAIRE

The optimism questionnaire was designed by 1985 and designed by Scheier and Carver (1985): The questionnaire consists of 6 items, with 3 points designed to estimate individual optimism and 3 other items in order to estimate individual pessimism towards the future in an option range 1 to be graded from 0 to 4, respectively. The reliability and validity of this questionnaire in Iran was evaluated using a re-test method and the correlation between this test and the Beck Five-factor scale (Godarzi, 2000). The reliability of the Cronbach's alpha and optimism questionnaire and Spearman Brown's semi-Order of 0.63 and 0.62, indicating relatively acceptable reliability.

5.2. PORTER'S COMPETITIVE STRATEGIES STANDARD QUESTIONNAIRE

Porter's Strategies Competency Questionnaire contains three Porter's competitive strategies (differentiation, focus, and cost leadership). This questionnaire contains 27 questions and in previous similar studies, the relationship between competitive strategy and organizational structure.

5.3. LEADER PRICE QUESTIONNAIRE

Five valid options have been used with Goya to measure the leadership strategy of the price. In this questionnaire, I fully agree with the Likert Five spectrum to be completely intact.

6- ANALYSIS OF THE FINDINGS

The result of the descriptive analysis of the variables presented in the research is shown in Table 1. In this table, for each of the research variables and their dimensions, descriptive statistics including mean, standard deviation, minimum value and maximum amount related to each of these factors are expressed.

Table 1.

The mean of main research variables

Highest amount	Lowest amount	Standard deviation	Average	Research variables
5.00	1.00	1.041	3.38	Optimism of managers
5.00	1.00	0.896	3.40	Competitive Strategy
4.75	1.00	0.914	3.24	Cost leadership

6.1. Normal test distribution of research data

To study the normality of the main research variables, the slip and elongation index and the Kolmogorov-Smirnov test were used. The test is presented in Table 2.

Table 2.

Normality of research data through two indexes of skidding and elongation

Elongation	Skidding	Research variables
-0.839	0.065	Optimism of managers
-0.733	-0.272	Competitive Strategy
0.464	-0.962	Cost leadership

As shown in Table 2, the index of slope and elongation in the research variables and its dimensions are between 2 and -2, so the distribution of data in the research variables and its dimensions follow the normal distribution. The Kolmogorov-Smirnov test was also used to test the normal variables of the research, and the assumption of the test is shown in Table 3.

Table 3.

Elongation Kolmogorov-Smirnov test to investigate the data of the research

Normal distribution	The significance level	The statistics	Research variables
It has	0.426	0.131	Optimism for managers
It has	0.094	0.176	Competitive Strategy
It has	0.450	0.072	Cost leadership

As the results of Table 3 show that the level of significance level in optimism of managers, competitive strategy and leadership is higher than 0.05, and therefore the hypothesis of zero in these variables is confirmed at 95% level and the distribution of data in research variables Follow normal distribution.

Table 4.

Correlation Coefficient between Managers' Optimism and Competitive Strategy

Optimism for managers			Criterion variable
Significance level	Correlation coefficient squared	Correlation Coefficient	The predictor variable
0.000	0.108	0.329**	Competitive Strategy
0.000	0.047	0.218**	Cost leadership

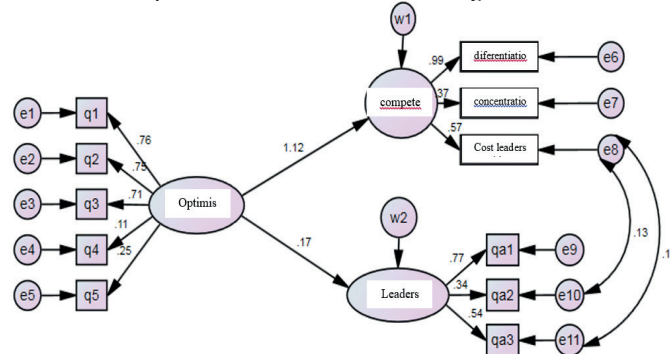
P **

Findings of Table 4 show that the correlation coefficient between managers' optimism and competitive strategy is significant; there is a significant and direct relationship between managers' optimism and competitive strategy ($r = 0.329$), based on the determination coefficient ($2r$) 10.8% of the variance was due to the managers' optimism and the

collaborative staffing strategy. Also, there is a significant relationship between managers' optimism and employee cost leadership. There is a significant and direct relationship between managers' optimism and employee cost leadership ($r = 0.292$). Based on the coefficient of determination ($2r$), 4.7 percent of the variance of managers' optimism and leadership has been the cost of collaborative staff. Regarding the confirmation of the existence of a significant relationship between the research variables, to study the research hypotheses, the structural model of the research hypothesis, which was modeled by AMOS23 software, was investigated (Graph 2 and 3).

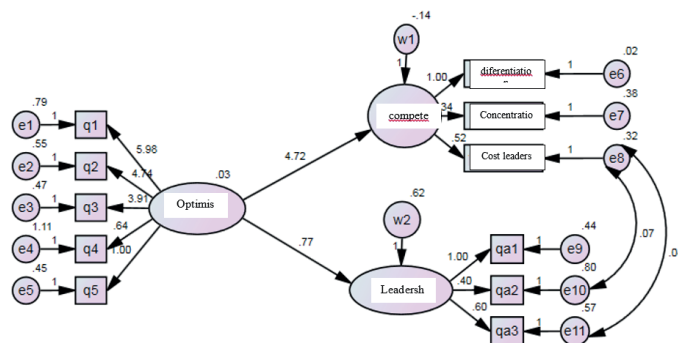
Graph 2.

Structural Equation Model with Standard Regression Factors



Graph 3.

Modeling structural equations with non-standard regression coefficients



6.2. Structural Equation Modeling Equation Fitness Indicators

In the Amos software, five indicators (NFI, RFI, IFI, GFI, CFI) are based on a chi-square comparison of the model with the chi-square of the base model, all of which are between zero and one and the closer they are to a value of one Suggests a more acceptable model. One of the general indicators for calculating the free parameters in calculating the fitness index is the normal or relative quasar, which is calculated by dividing the chi-square by the degree of freedom of the model (Table 5). Often the values between 2 and 3 are considered acceptable for this indicator, however, the views differ.

Table 5.

Chi-square model of model of main research hypothesis

Significance level	Chi 2 / degree of freedom			Degrees of freedom		Chi square	
0.001	1.221			107		4037.451	
EMSEA	CFI	GFI	IFI	RFI	NFI	Indicator	
0.081	0.989	0.974	0.781	0.554	0.891	Research model	

6.3. Estimation of the standard regression weights of the model

The regression coefficients given in Table 6 show whether each component is effective or not. In the first column, the value of the coefficient, then the standard deviation error, t statistic, and finally the significant level is reported. As shown in Table 6, given that the value of t is all ratios larger than 1.96, therefore, all the coefficients of effect at the manager's level of optimism were significant and the effect of independent variables on the dependent variable was confirmed in the research model.

Table 6.

Hypothesis Estimation of regression coefficients (standard coefficients) of research model

Result of hypothesis	Significance level	T-Value (critical ratio)	Coefficient of effect	Direct effect of independent variables on dependent variable	
Confirmation	0.000	5.783	0.816	Competitive Strategy	Director's optimism
Confirmation	0.001	2.854	0.270	Fixed price leadership	Director's optimism

The standard regression coefficient shows that a standard deviation of the change in manager's optimism variable causes the change in the standard deviation of the competitive strategy variable of 0.816 and the standard deviation of the leadership change of the finished price.

6.4. THE SQUARED CORRELATION COEFFICIENT OF DEPENDENT VARIABLES IN THE MODEL

Table 7 shows the squared of the multiple correlation coefficient for the dependent variable of the competitive strategy and the price leadership in the model, which is obtained for the competitive strategy variable of 0.816 and the lead price for the finished product of 0.270, indicating that the independent variables The manager's optimism was able to explain 81.6% of the variance of the dependent variable of the competitive strategy, which has a very high level of explanation, indicating the high impact of the independent variables on the dependent variable as well as the very good fit of the model with the research data.

Table 7.

Squared Multiple Correlation Coefficient in Structural Equation Model

The coefficient of determination	The dependent variable
0.816	Competitive Strategy
0.270	Fixed price leadership

7. SUMMARY OF INFERENTIAL RESULTS OF THE RESEARCH MODEL

In this section, the general results of the research hypotheses are presented in Table 8, and the intensity of the effect of the coefficients of the effect is shown in Cohen's effect. Cohen introduces the points 0.1, 0.3 and 0.5, the absolute values of the coefficient of effect are less than 0.1 insignificant, the coefficient of effect between 0.1 and 0.3 is weak, between 0.3 and 0.5 average effect and greater than 0.5 shows strong effect (Cohen, 1988).

Table 8.

Model overall results of research hypotheses based on severity of effect

Effect intensity	Amount of effect	title	variable
high	0.816	Competitive strategy	first
weak	0.270	Fixed price leadership	second

In the first hypothesis, it can be concluded that there is a significant relationship between the competitive strategies and manager's optimism. The manager's work process can be a source of gaining competitive advantage, while in an industry, the CEO's optimism takes one step ahead of competitors, while most organizations focus on the needs expressed by customers, beyond this A step-by-step approach identifies the customers' needs that will be present in the Anide. Expected general optimism is to take good outcomes when dealing with life's major problems. Object Pierre and Carver using the Scale life could be a positive relationship between optimism, health and healing after surgery found optimism Orientation refers generally positive consequences are expected and these consequences as fixed factors, General and internal.

Optimism and in general, positive affirmations affect the illness and mental and physical health of humans. If people see the desired goals, they are trying to reach those goals; when they find the goals inaccessible, they end up trying and eventually surrender. About the second hypothesis it can be said that the more optimistic managers in companies are trying to reduce their costs, as a result of their products are cheaper to the customer, and on the other hand, because the target customers of these companies have relative sensitivity At a price, the lower the price it attracts more and thus, with more customer satisfaction and more sales, the field is provided for better performance.

8. RESEARCH SUGGESTIONS

- Creating a system look and beyond the normal range that meets the basic requirements for writing the mission statement of the organization.
- Applying the combination of techniques and principles of strategic management to solve organizational issues at a time when needed;
- One of the points that has been emphasized in most of the techniques of creativity and innovation is “composition,” and that by combining one or more capabilities, there is the possibility of accessing beyond limits, it is clear from the principles.
- Implementing the systems required by the principles that lead to the commitment and support of employees and externally in the organization, will be more beneficial in terms of creativity and innovation in designing concepts for their support.
- Receive and create innovative ways to get the views of the customers and employees of the organization, understand them and find vital and vital things that are inaccurate in the customer's opinions and behaviors.
- To gain a better understanding of the competitive environment and to strive for competitive advantages and key competencies to other competitors;
- The existing creativity and innovation of the opening of new springs, innovative downloads and the main reasons for the better flourishing of the agents lies and therefore plays a significant role in better understanding and identifying the underlying causes and competitive advantages correctly.
- Abundant application of creativity and innovation techniques in modeling from the beginning (selecting the organization concerned) to the end (using the results);
- Creativity and innovation in the correct modeling of the organization's selection and modeling, and the type and method of correct modeling help the organization to upgrade its status to the highest.
- Using creativity and innovation as the requirements of the diversity strategy;
- Fighting defects rather than focusing on defect detection with the goal of achieving perfect production
- Using creativity and innovation in the formulation of internal and external factors assessment matrices and other related matrices that are related to the recognition and understanding of opportunities and threats and strengths and weaknesses; as is clear, an innovative and innovative look if included in the inclusive organization Can help you to see and find out the factors internal, external, opportunities, threats, strengths and weaknesses in the organization, and thus can play an effective role in the organization i
- Creating ways to create synergies between strategies for creating strategies and using hybrid strategies through creativity and innovation. Undoubtedly, choosing combination strategies, combined with an innovative and innovative look, can more effectively push the organization forward in its goals.
- When applying the differentiation strategy, a company tries to provide a unique product or service and tries to provide different products and services than its competitors.

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